



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

May 16, 2007

Board of Supervisors  
GLORIA MOLINA  
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YVONNE B. BURKE  
Second District

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To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: David E. Janssen  
Chief Administrative Officer

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT  
SUSAN URBANSKI TO THE POSITION CHIEF NURSING OFFICER I, HIGH DESERT  
HEALTH SYSTEM**

Consistent with the August 4, 1998 Board-approved policy on management appointments, we have reviewed and recommend Board approval of the attached Department of Health Services (DHS) request to appoint Susan Urbanski to the position of Chief Nursing Officer I, High Desert Health System (HDHS) with a base annual salary \$125,333.47 (\$10,444.45 per month).

The requested salary is in accordance with County Code provision established for appointments to Management Appraisal and Performance Plan (MAPP) positions. The requested base annual salary is 10 percent more than Ms. Urbanski's current salary, which will establish a monthly base salary of \$10,444.45 per month, \$125,333.47 per year. This annual salary is in the 3<sup>rd</sup> Quartile of Range 13, and is above the Control Point and the \$118,000 threshold established January 1, 2007 for MAPP appointments. With a 4 percent Manpower Shortage Bonus, Ms. Urbanski's compensation would be \$10,862.23 per month, \$130,346.81 per year.

The County code provides that appointment for persons who are not employed by the county and who are appointed to positions other than department head at a salary rate within the third quartile of the Salary Range, shall require a written finding based on an analysis of factors determined by the Chief Administrative Office, justifying hiring above the allowable Salary Range. In addition, prior approval is required by both the Chief Administrative Officer and the Board of Supervisors.

As Chief Nursing Officer, Ms. Urbanski will function as the Nursing Executive for High Desert Health System and will be responsible for directing and managing nursing services at ten (10) distinct facilities throughout the Antelope Valley Region which include the HDHS Multi-Service Ambulatory Care Center, HDHS Ambulatory Surgery Center, Antelope Valley Health Center, Antelope Valley Medical Mobile Van, South Valley Health Center, Acton Rehab Center, Warm Springs Rehab Center, Little Rock Community Clinic and Lake Los Angeles Community Clinic. Specific duties include but are not limited to day-to-day supervision, management, direction and oversight of clinical nursing operations at all nine facilities; formulating effective strategies consistent with business strategy of the organization and consistent with nursing practices; coordination and formation of strategic alliances with local community leaders, as well as partnering with other ValleyCare Network and departmental leaders to formulate effective strategies consistent with both the business strategy of the department and nursing practice; and implementation of best practice nursing strategies in an effort to improve the quality of services within the Antelope Valley Area.

Ms. Urbanski has more than twenty-three (23) years of combined experience directing nursing departments in health care facilities and managing health care programs. Currently, she functions as the President/Executive Director of CIGNA Behavioral Health of California. In this capacity, Ms. Urbanski is responsible for providing leadership for CIGNA Behavioral Health of California, including creating measurable performance goals, hiring, training, and supervising managers, annual budget preparation, and strategic planning for nursing personnel, clinicians, and support staff totaling more than 100 employees at ten clinics throughout the Western Region. In addition, Ms. Urbanski is a member of the Advisory Committee on Managed Health Care (appointed by the Governor); School Site Council – Nancy Cory Elementary School, Lancaster, California; and the Nursing Honor Society, Sigma Theta Tau. She has a Master of Nursing – Nursing/Business Management from the University of Phoenix, Phoenix, Arizona and a Bachelor of Science – Health Care Administration from California State University Dominguez Hills, Carson California.

MAPP provisions recommend that comparable information and salary levels of all equivalent or peer internal positions be considered when establishing a recommended salary. However, this is the only Chief Nursing Officer I item in the County of Los Angeles. Hence, there are no other position incumbents. The previous incumbent left the position in June 2003, receiving a salary of \$9,383.00 per month at the time of her departure. The Department indicates that the requested base annual salary of \$125,333.47 is consistent with the level of experience and knowledge that Ms. Urbanski brings to this position.

Each Supervisor  
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Based on the information provided by the Department, we recommend approval of the Department's request. In accordance with the policy on management appointments, please advise this office if you would like this request placed on an upcoming agenda for Board action. Unless otherwise instructed by May 23, 2007, we will authorize DHS to proceed with this appointment.

If you have any questions or concerns regarding this appointment, you may call me or your staff may contact Darolyn Jensen of this office at (213) 974-1124.

DEJ:SRH:DL  
DJ:DH:bjs

#### Attachments

c: Executive Officer, Board of Supervisors  
Director of Health Services

# NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Susan Urbanski, R.N.

Employee No.: N/A

(Check one) NEW HIRE: XXXX PROMOTION:

## I. FACILITY/PROGRAM – DHS, HIGH DESERT HEALTH SYSTEM

### A. Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

Organization Charts for High Desert Health System (SEE ATTACHMENTS)

### B. Describe where the position fits into the management organizational structure:

This position is Chief Nursing Officer I. The position functions as the Nursing Executive and reports directly to the Chief Executive Officer. The Chief Nursing Officer I is responsible for managing nursing services at 9 distinct entities throughout the Antelope Valley region. This position oversees directly or indirectly 205 nursing personnel.

### C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Chief Nursing Officer I will be responsible for a complex array of nursing care services throughout the Antelope Valley region. High Desert Health System is comprised of nine distinct entities spanning over 100 square miles of Northern Los Angeles County. The distance and types of nursing services offered pose several organizational and leadership challenges that will require excellent leadership skills, a core competence of establishing and communicating a clear and consistent vision for nursing services throughout the system and setting clear expectations for the nursing leadership and staff. In addition, the CNO form strategic alliances with the local community as well as partnering with other DHS and HDHS leaders to improve the quality of services within the Department and HDHS.

#### Specific duties and responsibilities include:

- Member of the HDHS Executive Leadership team
- Responsible for 24 hour direction of nursing services
- Provides input into the HDHS system wide budget planning process
- Develops clinical/financial projections and budget for the entire nursing departments
- Partners with other disciplines and leaders
- Ensures the development of policies, programs and evidenced based practice consistent with nursing standards.
- Leads and directs patient care delivery systems
- Accountable for Performance Improvement initiatives for the entire nursing department
- Assures nursing participation in decision making
- Develops, maintains and evaluates patient/resident data and staff data collections systems and processes to support the practice of nursing and the delivery of patient care.
- Identifies and secures adequate resources for decision analysis in collaboration with appropriate departments.
- Collaborates with appropriate departments in the development of integrated systems to support nursing service delivery.
- Oversees the nursing education services at HDHS.
- Leads and directs the nursing recruitment and retention program at HDHS.
- Ensures the ongoing nursing leadership training and education throughout the system.
- Promotes the integration of clinical, human resources and financial data to support decision making
- Promotes the integration of applicable contemporary management and organizational theories, nursing and related research findings and practice standards and guidelines into the planning process.
- Leads in creating and evaluating systems, processes and programs that support organization and nursing core values and objectives.
- Advocates on behalf of recipients of services and personnel
- Assures nursing workload is measured and resources are allocated based upon patient/resident need.
- Develops systems of continuous monitoring and reassures quality, safety and outcomes of nursing services.
- Provides fiscal oversight of allocated resources to optimize the provision of quality cost effective care.
- Monitors and evaluates appropriate utilization of staff.

**D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:**

Ms. Urbanski obtained a Masters of Nursing degree – Nursing/Business Management from the University of Phoenix in 1995. She received a Bachelor of Science degree in Health Care Administration from California State University, Dominguez Hills in 1987. She is a registered nurse with more than 20 years of supervisory, managerial and leadership experience in acute general care hospitals, behavioral health facilities, and ambulatory care in the managed care industry. More specifically, she was the Chief Nursing Officer at Los Altos Hospital prior to its being licensed and certified as a general acute hospital. In this leadership position, Ms. Urbanski was responsible for staffing all nursing services, providing leadership in the development of nursing, operational and facility-wide policies. She was also responsible for developing and managing the nursing budget.

Ms. Urbanski has also been Regional Vice President at Value Behavioral Health where she was responsible for overseeing 150 employees under the management of seven directors in the areas of Clinical Operations, Provider Relations, Customer Services, Claims, Quality and Evaluation Services, Marketing and Human Resources.

Ms. Urbanski's most recent occupation has been the President/Executive Director of CIGNA Behavioral Health of California. In this role, Ms. Urbanski has been responsible for supervising more than 100 employees at 10 clinics throughout the Western region of CIGNA. Her responsibilities included providing leadership, direction in planning, supervising, budgeting and coordinating all regional care center operations and staff to ensure appropriate professional, and fiscally sound behavioral health care for CIGNA commercial, Medicare, Employee Assistance Program and employer product members. Her duties also included ensuring the company's compliance with MCQUA, HIPAA, URAC and Knox-Keene regulations.

The salary requested for Susan Urbanski, R.N., is commensurate with the scope and responsibilities of the Chief Nursing Officer I position. Ms. Urbanski is highly qualified for the position and possesses the special knowledge, skills, and experience to successfully perform in this critical position.

Based on the above, we request you concur to appoint Susan Urbanski, R.N., to the position of Chief Nursing Officer I at High Desert Health System.

**E. Provide the candidate's résumé or curriculum vitae – Attach electronic copy**

Resume and Curriculum Vitae (SEE ATTACHMENTS)

**F. Identify highest paid subordinate reporting to this position**

<b>Name:</b> Vanessa Young, R.N.	<b>Employee #:</b>	<b>Title:</b> Assistant Nursing Director, Administration
Base Monthly Salary: \$8796.45	Base Annual Salary: \$105,557.40	Salary Range/Quartile: 98D
	Calculated Annual Salary: \$109,807.68	

**G. Identify management position above the position requested**

<b>Name:</b> Beryl Brooks	<b>Employee #:</b>	<b>Title:</b> Chief Executive Officer, HDHS
Base Monthly Salary: \$7845.96	Base Annual Salary: \$94,151.52	Salary Range/Quartile: R10

## II. HUMAN RESOURCES

**Certify that the position is vacant and budgeted – Attach Item Control**

Ordinance only position to be funded by vacant, budgeted Clinical Nursing Director II position. (SEE ATTACHMENT)  
YES \_\_\_\_\_ NO XXXX

**Verify current salary of the individual for whom the request is being submitted.**

**CURRENT BASE SALARY:** Month: \$9494.96      Annually: \$113,939.52      Range, Quartile: N/A

**NEW HIRE OR PROMOTION:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

**PERCENTAGE INCREASE OVER CURRENT SALARY:** 10 %

**Proposed Base Monthly Salary:** \$ 10,444.456    **Proposed Annual Salary:** \$125,333.52    **Salary Range:** R13, 3rd Quartile

**Calculated Monthly Salary:** \$10,862.234 (includes 4% manpower shortage bonus)    **Calculated Annual Salary:** \$130,346.808

**Provide listing of all internal equivalent positions within facility/program – Attach electronic copy**

(SEE ATTACHMENT)

**Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy**

(SEE ATTACHMENT)

YES ☒ X ☐ NO ☐

**SUSAN URBANSKI, MN, RN, CCDN**

**PROFESSIONAL EXPERIENCE**

**PRESIDENT/EXECUTIVE DIRECTOR**

**CIGNA Behavioral Health of California, Glendale, CA (1996-Present)**

Provide leadership and accountability for creating measurable performance goals; hiring, training and supervising managers; annual budget preparation; and strategic planning for nurses, licensed clinicians and support staff to ensure appropriate, professional, and fiscally sound health care for CIGNA Commercial, Medicare, EAP and formerly MediCal members. Ensure compliance with Department of Managed Health Care and Knox-Keene regulations, as well as NCQA, HIPAA and URAC requirements for operations and administration. As a member of the Executive Management Team, responsible for synthesizing regulations and legislation, and creating operational business plans. Chair National Clinical Policy and Procedure Committee, which develops and implements policies and procedures. Oversee National Clinical Risk Management and Business Continuity Programs. Previously, supervised multi-site outpatient care clinics.

**NURSING FACULTY**

**University of Phoenix, Woodland Hills, CA (1996-Present)**

Facilitation of students who are RN's pursuing their BSN or MSN. Instructor for a variety of courses including Nursing Assessment, Health Care Communications, Nursing Research, Contemporary Issues and Health Policy, Nursing Theory, Health Care Leadership, and Community Health Nursing.

**REGIONAL VICE PRESIDENT**

**Value Behavioral Health, Marina del Rey, CA (1995-1996)**

Provided oversight of 150 employees under the management of seven directors, in the areas of Nursing and Clinical Operations, Provider Relations, Customer Services, Claims, Quality and Evaluation Services, Marketing, and Human Resources within a managed mental health/EAP organization. Accountable for 750,000 covered lives. Established short and long range goals and objectives in conjunction with the budgeting process. Authorized and directed major internal and external projects to achieve corporate fiscal growth. Developed effective operating results and profitable financial structure of the organization. Prepared and implemented RFP responses for corporate, state, and government contracts.

**DIRECTOR OF CLINICAL OPERATIONS**

**Value Behavioral Health, Marina del Rey, CA (1992-1995)**

Coordinated functions of the Nursing and Clinical Operations Department. Hired, educated, and evaluated a team of RN case managers, RN referral line clinicians, Physician peer advisors, and support staff. Developed and implemented CA-BRN approved continuing education program for RN's. Accountable for quality of care delivered in inpatient and outpatient settings. Established and cultivated relationships with providers and clients. Promoted to Regional Vice President.

### **HEALTH CARE INSTRUCTOR**

Paramount Unified School District, Paramount, CA (1990-1992)

Developed comprehensive curriculum based on National Standards for Certification of Health Care Workers. Taught hospital policies and procedures, administrative responsibilities, and communication skills to medical service health care workers. Educated students in theory and supervised them in acute care medical centers.

### **DIRECTOR OF NURSING (CNO)**

Los Altos Hospital, Long Beach, CA (1986-1990)

Directed nursing department with emphasis on JCAHO, state requirements, and nursing standards of care, in close collaboration with the CEO and Medical Director. Hired, trained and provided continuing education for licensed staff. Participated in the annual budget process for justification of personnel, facilities, training, and equipment. Served on committees including Quality Assurance, Utilization Review, Medical Records, Infection Control, and Credentialing.

### **CLINICAL NURSING DIRECTOR**

Memorial Medical Center, Long Beach, CA (1984-1986)

Directed adolescent and adult medical/surgical-psychiatric units. Responsible for planning, organizing, staffing, budgeting, and oversight of accomplishments for nursing service objectives.

### **CLINICAL NURSING DIRECTOR**

Pacific Hospital, Long Beach, CA (1982-1984)

Directed functions for chemical dependency unit. Responsible for nursing staff supervision, admissions, monitoring detoxification process, and rehabilitation of patients. Resolved crisis calls via a hotline representing the National Council on Alcoholism.

### **CLINICAL NURSING DIRECTOR**

University of California at Irvine Medical Center, Orange, CA (1981-1982)

Directed behaviorally oriented child psychiatric unit. Formulated program for teen mothers and their babies including parenting skills, communication, and vocational training.

### **EDUCATION**

**Masters of Nursing - Nursing/Business Management**

University of Phoenix, Phoenix, AZ (1995)

**Bachelor of Science - Health Care Administration**

California State University Dominguez Hills, Carson, CA (1987)

### **PROFESSIONAL HONORS/CERTIFICATION**

2002 Associate Business Continuity Planner (ABCP)

2002 Member, Advisory Committee on Managed Health Care - Appointed by the Governor

2001 Member, School Site Council - Nancy Cory Elementary School, Lancaster

1995 Nursing Honor Society - Sigma Theta Tau

1990 Ryan Designated Teaching Credential - Nursing and Health Care Occupations

1987 Certified Chemical Dependency Nurse



## CURRICULUM VITAE

SUSAN URBANSKI, MN, RN, CCDN

### EDUCATION

M.N. Nursing/Business Management. University of Phoenix, Phoenix, AZ (1995)  
B.S. Health Care Administration. California State University, Carson, CA (1987)  
A.S. Registered Nurse. Los Angeles Valley College, Van Nuys, CA (1979)  
A.A. Liberal Arts. Nassau Community College, Garden City, NY (1977)  
Diploma Licensed Vocational Nurse. BOCES, Garden City, NY (1976)

### EMPLOYMENT

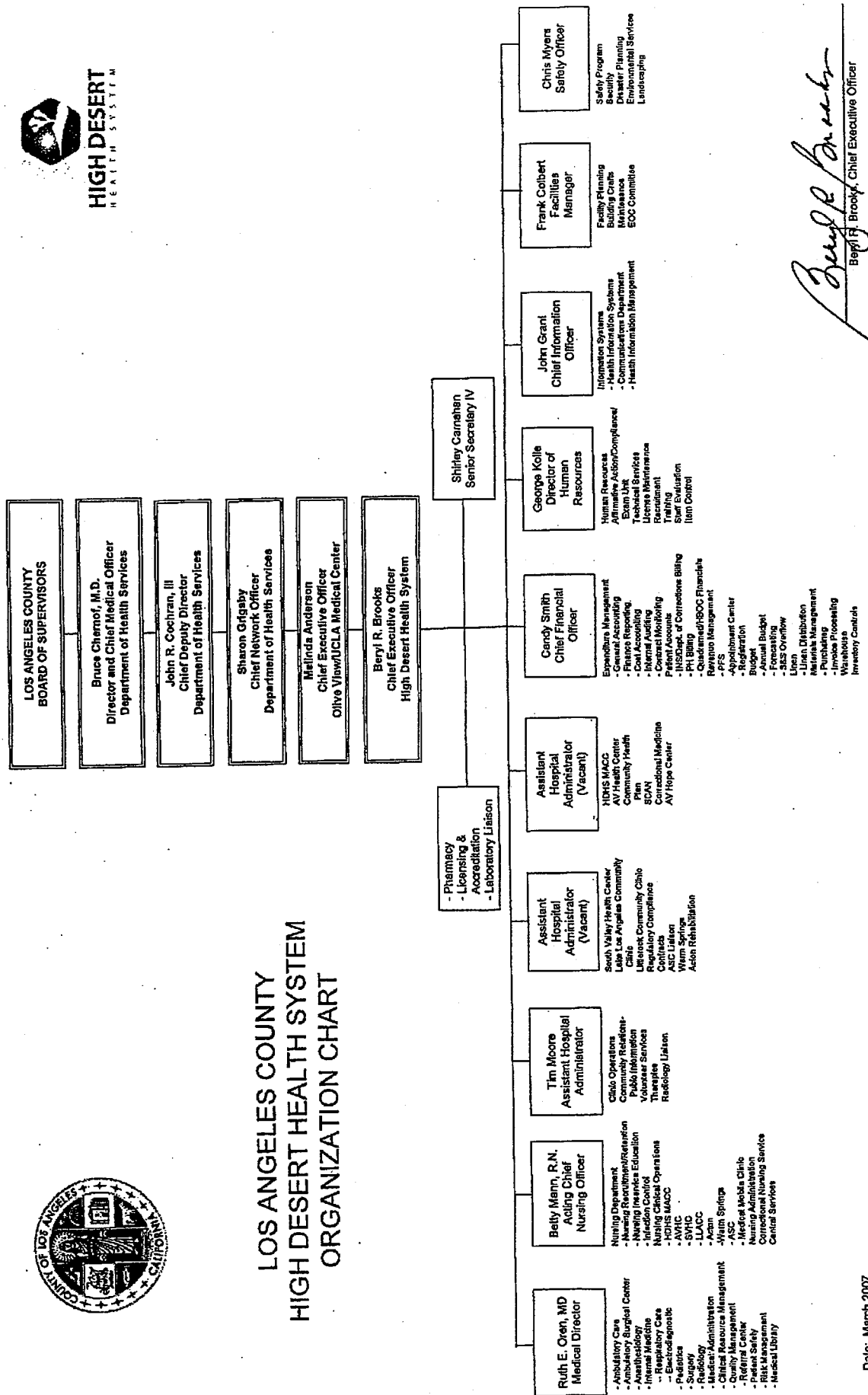
1996-Present President/Executive Director, CIGNA Behavioral Health of California  
1996-Present Nursing Faculty, University of Phoenix  
1995-1996 Regional Vice President, Value Behavioral Health  
1992-1995 Director of Clinical Operations, Value Behavioral Health  
1990-1992 Health Care Instructor, Paramount Unified School District  
1986-1990 Director of Nursing (CNO), Los Altos Hospital  
1984-1986 Clinical Nursing Director, Memorial Medical Center  
1982-1984 Clinical Nursing Director, Pacific Hospital  
1981-1982 Clinical Nursing Director, UCI Medical Center  
1980-1981 Clinical Nursing Director, College Hospital  
1979-1980 Psychiatric Nurse, Long Beach VA Hospital  
1977-1979 Medical-Surgical Nurse, West Los Angeles VA Hospital

### PROFESSIONAL HONORS/CERTIFICATIONS

2003 Associate, Business Continuity Planner  
2001 Member, Advisory Committee on Managed Health Care-Appointed by the Governor  
2001 Member, School Site Council-Nancy Cory Elementary School, Lancaster  
1995 Nursing Honor Society-Sigma Theta Tau  
1990 Ryan Designated Teaching Credential  
1987 Certified Chemical Dependency Nurse

### PRESENTATIONS & CONTRIBUTIONS

2002 Urbanski, SP: Consultant/Reviewer - *Research for Nurses: Methods and Interpretation*, by Gillis & Jackson. F.A. Davis Company.  
2002 Urbanski, SP: Excelsior College. Nursing Exam Developer Faculty.  
1997 & 1998 Urbanski, SP: Development and Implementation of Capitated Behavioral Care Groups. Presented to Senior Management at CIGNA Behavioral Health.  
1995 Urbanski, SP: Patient Satisfaction within a Capitated Group Delivery Model. Presented to UCSD EdVantage and San Diego Psychological Association.  
1995 Urbanski, SP: Case Management Guidelines for At-Risk Contracts. Presented to Value Behavioral Health Client Conference.  
1994 Urbanski, SP: Redesign of a Clinical Operations Department. Presented to Senior Management at Value Behavioral Health.  
1990 Urbanski, SP: Hugs Not Drugs Seminar. Presented to Long Beach School District in conjunction with the Long Beach Police Department.



Date: March 2007



# High Desert Health System Nursing Services



HIGH DESERT  
HEALTH SYSTEM

CEO

Chief Nursing Officer I

Senior Secretary II

Intermediate Typist/Clerk  
and Support Staff

Assistant Nursing Director:  
Administration  
Professional Practice

- Nursing Education
- Clinical Affiliation
- Recruitment/Exams
- Credential/Certification
- Recertification
- Inservice
- Competency Based Performance Review Process
- Nursing Performance Improvement
- Nursing Risk Management
- Informatics
- Recruitment/Retention
- Employee Relations
- Item Control
- Time Keeping/Payroll
- Policy and Procedures/Clinical Practice
- Med-Calc Exams
- Nursing Registry
- Contract Monitoring
- JCAHO Preparation

Nurse Manager  
HDHS - MACC & AVHC

- HDHS - MACC
  - Primary Care
  - Urgent Care
  - Specialty Care
  - Cardiology
  - Chest Medicine
  - Colposcopy
  - Endocrinology
  - ENT
  - GI
  - Gynecology
  - Nephrology
  - Neurology
  - Oncology/Hematology
  - Orthopedics
  - Physical Med/Rehab
  - Podiatry
  - Psychology
  - Surgery Clinic
  - Urology
  - Womens
- AVHC
  - Prenatal
  - Family Planning
  - Family Practice
  - CHP Case Management
  - Medical Mobiles Van

Nurse Manager  
Geographic Clinics

- South Valley Health Center
  - South Valley Primary Care
  - South Valley Urgent Care
  - South Valley Specialty Care
  - Lake Los Angeles Community Clinic
  - Little Rock Community Clinic
  - Antelope Valley Rehabilitation Centers
  - Acton
  - Warm Springs

Nurse Manager  
ASC Director  
Ambulatory Surgery Center

- Perioperative Surgical Services
  - Surgery
  - PACU
  - Post Operative Holding Area (POHA)
  - Pre-Op Clinic
  - GI Lab
  - Central Services

Infection Control Coordinator

- Surveillance, Trending
- Analysis and Reporting
- Liaison
  - TB Control
  - Employee Health
  - Public Health
  - Environment of Care
  - Medical Staff
  - Hospital Administration
  - Clinical Service Consultant
  - Infection Control Education
  - Contract Monitoring Infection Control

Noted and approved:

*Betty M. Brown, RN, MSN* Date *3/5/07*  
Chief Nursing Officer

*David L. Brown* Date *3/5/07*  
Chief Executive Officer